

# ASU

## SOARING INTO 2022



### 2019 – 2022 STRATEGIC PLAN

ARKANSAS STATE UNIVERSITY - NEWPORT



# EXECUTIVE CABINET



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CHANCELLOR

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COMMUNITY ENGAGEMENT



# TABLE OF CONTENTS

EXECUTIVE CABINET .....	2	SWOT .....	11
CHANCELLOR'S LETTER.....	4	SERVING THE REGION .....	12
TIMELINE.....	5	KEY DATA .....	13
PROCESS.....	6	STRATEGIC PRIORITIES .....	14
COMMITTEE MEMBERS.....	8	KEY PERFORMANCE INDICATORS .....	17
VISION, MISSION, VALUES .....	10		

# A LETTER FROM THE CHANCELLOR

For many years now, the value of a college degree has been increasingly called into question. Critics claim that colleges are too costly, students are not reaching completion, and Americans are not realizing their potential. As it is ASUN's vision to restore the American Dream in the communities we serve by providing an accessible, affordable, quality education, these claims are a dagger to the heart of our institution. Moreover, these perceptions are shaking the foundation of higher education and putting all colleges in the hot seat. Throughout much of the country, state support for higher education has declined precipitously, and many colleges have been forced to close their doors. For over a decade in Arkansas, we saw costs of operation continue to rise, but no additional funding from the state.

But in 2015, higher education in Arkansas took a promising turn when the Governor adopted a state goal of increasing the percentage of Arkansans who attained post-secondary degrees by 20% over 10 years. Thereafter in 2017, the Governor committed an additional \$10 million in higher education funding to be distributed among the states' colleges. But the money was not to be distributed as it had been in the past. Instead of focusing solely on student headcount, the legislature adopted a Higher Education Productivity Funding Formula. Under the new Formula, funding is determined primarily by two measures – effectiveness and affordability. Simply put, effectiveness is measured by how many students progress, earn credentials, and transfer to 4-year colleges. Affordability focuses on how long it takes a student to achieve the credentials sought and how efficiently they were able to get there.

Facing these challenges head on, ASUN began the process of creating its next Strategic Plan. After several months of collecting and analyzing the valued input of our faculty, staff, and community, ASUN developed its 2019-2022 Strategic Plan. While our Vision and Mission have not changed, the measures by which we gauge success have been brought more clearly into focus. It is not enough to get more students in the door – we must get those students in the door and back out again with work-ready credentials or ready for transfer to a 4-year university. This is essential not only to ASUN's funding but to achieving our Vision and Mission and keeping our promise to the communities we serve.

ASUN has experienced tremendous growth and success over the past five years – we have grown enrollment, kept tuition low, and contributed substantially to the local economy not only in terms of the number of jobs provided but in the number of skilled workers produced. We could not have accomplished these things without the input and support of our community, and we cannot succeed in the future without that same support.

I am excited to see what the next three years will hold for ASUN, and I look forward to continuing this mission to enrich the community, strengthen the economy, and transform the lives of our students.



Sandra Massey, Ed.D.  
Chancellor

**“IT IS ASUN’S VISION  
TO RESTORE THE  
AMERICAN DREAM IN  
THE COMMUNITIES WE  
SERVE BY PROVIDING  
AN ACCESSIBLE,  
AFFORDABLE,  
QUALITY EDUCATION”  
– DR. SANDRA MASSEY**

## STRATEGIC PLANNING PROCESS TIMELINE

**JANUARY  
2019**

JANUARY 15

ORGANIZE CORE GROUP  
DISCUSS PRESENTATION  
DETERMINE PRESENTATION GROUPS  
DETERMINE PRESENTATION DATES

**FEBRUARY  
2019**

FEBRUARY 4

SCHEDULE MEETINGS/SEND INVITATIONS  
(SAVE THE DATE WITH FOLLOW UP EMAIL)  
WORK OUT LOGISTICS FOR SWOT/PRIORITIES FEEDBACK  
DEVELOP PRESENTATION & HANDOUTS  
DETERMINE REFRESHMENTS

FEBRUARY 13, 20, 27 HOLD CAMPUS MEETINGS

**MARCH  
2019**

MARCH 18, 28 COMMUNITY MEETINGS

**APRIL  
2019**

APRIL 5  
APRIL 18  
APRIL 26

SUMMARIZE DATA  
DATA ANALYSIS-PHASE 1  
DATA ANALYSIS-PHASE 2

**MAY  
2019**

MAY 6

FINALIZE PLAN AND KPIS

**JULY  
2019**

JULY 15

SEND TO MARKETING FOR  
DESIGN AND PUBLICATION



# PLANNING PROCESS

## OVERVIEW

The development of ASUN's 2019-2022 Strategic Plan was a 9-month process that took place as follows:



## MAY 2019

ASUN conducted strategic planning sessions with students. Chancellor Massey conducted a SWOT Analysis with student leaders; and ASUN invited all students participating in graduation to complete a SWOT Analysis. Following this extensive and thorough collection of data, the Strategic Planning Committee and members of the Executive Cabinet developed a Strategic Plan that aligns with ASUN's existing Vision and Mission.

## MARCH/APRIL 2019

ASUN conducted strategic planning sessions with community members on each of its three campuses which included: Participation in a SWOT Analysis; and Input and feedback about the needs of local industry and the community.



## DECEMBER 2018

ASUN formed its Strategic Planning Core Committee (a diverse group of faculty, staff and students) and began preparation for the strategic planning process.

## FEBRUARY 2019

ASUN conducted strategic planning sessions with faculty and staff on each of its three campuses which included participation in a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis; and an analysis of: (1) issues ASUN needs to address immediately; (2) practices ASUN needs to preserve at all costs; (3) pitfalls ASUN needs to avoid at all costs; and (4) practices that ASUN does better than other colleges.





# STRATEGIC PLANNING COMMITTEE

## THE CHARACTERISTICS

The strategic planning steering committee was responsible for administering the strategic planning process under the counsel of ASUN's executive leadership team.

The strategic planning steering committee reviewed input from the range of stakeholders and disseminated data collected during the research phase to help shape the outcomes for the institution.

The planning committee met regularly during the research phase to review pertinent information, provide feedback and make recommendations based on research. Upon completion of the initial drafts of the strategic plan, the planning committee was tasked to refine the plan. The committee worked to assure the plan stayed within the mission and the core values of the institution.

Committee membership was comprised of individuals from all areas of the institution. This included faculty, staff, students and administrators. The committee also included community and industry leaders from the institution's extended service area.

## BUILDING THE TEAM

IN CONSIDERING COMMITTEE MEMBERS, INDIVIDUALS WERE APPOINTED IN CONSIDERATION OF THESE CHARACTERISTICS:



## THE COMMITTEE

### STRATEGIC PLANNING CORE COMMITTEE:

Stephanie Turner  
Candace Gross  
Jeremy Shirley  
Melissa Chance

Tamya Stallings  
Jennifer Ballard  
Christy Mann  
Debbie Snetzer

Rob Burgess  
Amanda White  
Emiley Lucas\*  
Alberto Garcia\*

David Heileman\*

\*student

### CAMPUS MEETING PARTICIPANTS

Johnathan Tubbs  
Brian Pettie  
Crystal Rose  
Jennifer Ballard  
Martha Taussig  
Janice Patterson  
Kristen Smith  
Sandra Massey  
Debbie Snetzer  
Rob Burgess  
Joe Campbell  
Travis Church  
Allen Mooneyhan  
Brandon Coe  
Kristina Taylor  
Chris Nelson  
Irina Reynolds

Stephanie Wilson  
Ashley Buchman  
Veronica Manning  
Kimberly Long  
Cassey Tune  
Sara Moss  
Adam Adair  
Candace Gross  
Chris Doyle  
Anna Westman  
Typhanie Myers  
Kristine Penix  
Teriann Turner  
Mallory Jordan  
Jeremy Shirley  
Ike Wheeler  
Jeff Bookout

Maria Bedwell  
Clark Marler  
Mary Harris  
Ronnie Shempert  
Garland Martin  
Samantha Harris  
Tressa White  
Anthony Burkhammer  
Sarah Webb  
Bridget Collins  
Karen Young  
Carrie Skipper  
Greg Slayton  
Melinda Odom  
Vicki Frans  
Mark Constant  
Mary Houchin

Daniel Adamson  
Kevin Foust  
Michael Nowlin  
David Milam  
Judy Jernigan  
Geraldine Overbey  
Amanda White  
Billy Houchin  
Kathy Teague  
Anthony Carrizales  
Rachel Zaideman  
Savannah Reed  
Tonya Holden  
Paula Morgan  
Michael Nave

### COMMUNITY MEETING PARTICIPANTS

Henry Boyce  
Harvey Williams  
Carol Falwell  
John Conner, Jr.  
Andrea Conner  
Jo Fortune  
Steven Ricketts  
Gary Musselwhite  
Cindy Sides  
Brent Lassiter  
Jon Chadwell  
Dean Sides  
Julie Allen

David Stewart  
Jim Gowen, Sr.  
Neal Pankey  
Jim Gowen, Jr.  
Joe DuPree  
Pat Jackson  
Jamie Darling  
Sue Ellen Day Burton  
Rob Penix  
Patti Mullins  
Dee Dee DuPree  
Connie Waters  
Sissy Boyster

Jim McLarty  
Frank Plegge  
Sandra Lacy  
Charlotte Plegge  
Barbara Lewallen  
Neal Vickers  
Danny Johnson  
Bill Stanley  
Mary Stanley  
Matt Wright  
Sandy Teague  
Bobbie Pharis  
Ritter Arnold

Louise Runyan  
Bob West  
Mike Downing  
Donna Downing  
Phillip Poston  
Susan Hanrahan  
April Garcia  
Pacelia Aboagye  
Charley Appleby  
Mark Young  
Doug Imrie  
Lori Poston  
Keith Gammill

### STUDENT PARTICIPANTS

Meghan Cantara

Twilla Blankenship

David Heileman

Viola Henderson

# VISION

ASU-NEWPORT WILL BE THE DRIVING FORCE THAT REVITALIZES THE DELTA AND RESTORES THE AMERICAN DREAM IN THE COMMUNITIES WE SERVE.

# MISSION

ASU-NEWPORT PROVIDES AN ACCESSIBLE, AFFORDABLE, QUALITY EDUCATION THAT TRANSFORMS THE LIVES OF OUR STUDENTS, ENRICHES OUR COMMUNITIES AND STRENGTHENS THE REGIONAL ECONOMY.

# VALUES

INTEGRITY | TRUST | STUDENT FOCUS  
INNOVATION | COMMUNITY | DIVERSITY

# SWOT ANALYSIS

SWOT IS AN ACRONYM FOR AN ORGANIZATIONS STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS. COMPLETING A SWOT ANALYSIS PROVIDES INSIGHT INTO AREAS OF FOCUS DURING A STRATEGIC PLANNING PROCESS.



- HIGH SCHOOL AND INDUSTRY PARTNERSHIP
- VARIETY OF HIGH DEMAND PROGRAMS
- COMMUNITY ENGAGEMENT AND SUPPORT
- QUALITY EMPLOYEES
- QUALITY EDUCATION AND SERVICES
- CLASSROOM SIZE
- LOCATION
- STUDENT FOCUS
- TEAMWORK
- ENROLLMENT GROWTH AND INSTITUTIONAL CHANGE



- FACILITIES
- TECHNOLOGY
- MARKETING
- EQUALITY OF CAMPUSES
- STAFFING LEVELS
- STUDENT RETENTION AND COMPLETION
- COURSE DELIVERY OPTIONS
- COMMUNICATION
- RECRUITMENT



- HIGH SCHOOL PARTNERSHIP EXPANSION
- INDUSTRY PARTNERSHIP EXPANSION
- COMMUNITY ENGAGEMENT AND SUPPORT
- SERVING A MORE DIVERSE POPULATION
- INCREASED UNIVERSITY ARTICULATION AGREEMENTS



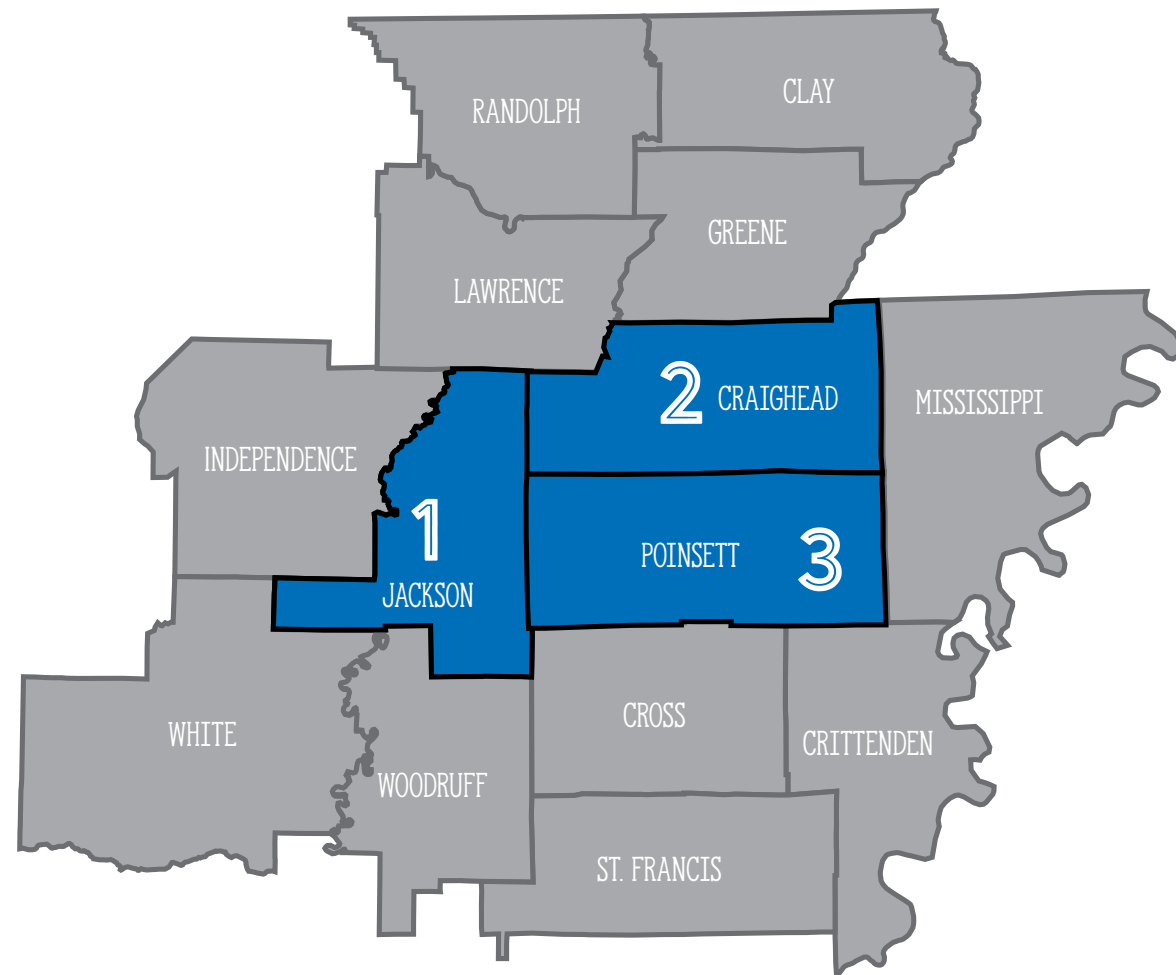
- STATE FUNDING
- OTHER TWO-YEAR COLLEGE COMPETITION
- DECLINING HIGH SCHOOL POPULATIONS
- ECONOMIC DOWNTURNS



SERVING

# THE REGION

## NORTHEAST ARKANSAS



1

NEWPORT CAMPUS  
7648 VICTORY BLVD.  
NEWPORT, ARKANSAS 72112

2

JONESBORO CAMPUS  
5504 KRUEGER DRIVE  
JONESBORO, ARKANSAS 72401

3

MARKED TREE CAMPUS  
33500 HWY. 63 EAST  
MARKED TREE, ARKANSAS 72365

4

ONLINE  
[WWW.ASUN.EDU](http://WWW.ASUN.EDU)

800.976.1676

## KEY DATA

### DEGREES AWARDED

ASSOCIATE  
DEGREES

5-YEAR  
INCREASE OF  
**44%**



CERTIFICATES  
EARNED

5-YEAR  
INCREASE OF  
**92%**

### RETENTION RATE

5-YEAR  
GROWTH OF  
**16%**



SECOND CHANCE  
PELL GRANT



ENROLLED  
**198 STUDENTS**  
OVER 3 YEARS

INCREASED  
ENDOWMENT

**17%**  
OVER  
5-YEARS



GRADUATION  
5-YEAR

GROWTH OF  
**22%**



FALL ENROLLMENT  
HEADCOUNT

5-YEAR  
BOOST OF  
**22%**





# STRATEGIC PRIORITIES

## STRATEGIC PRIORITY #1

### STUDENT SUCCESS

#### GOAL STATEMENT:

Arkansas State University-Newport will aggressively demonstrate a strong commitment to student success in all areas of the organization providing a premiere holistic student experience.

1. Expand ASUN's reach by increasing enrollment within the following student populations: adults without a post-secondary credential, underserved race, underserved academic and underserved income.
2. Aggressively recruit high-demand stem program students to maximize the number of students in the industry workforce pipeline.
3. Develop and implement activities designed to eliminate achievement gaps and improve student success by strategically eliminating barriers and providing the necessary resources to support all student populations.
4. Strategically support student transitions from ASUN to another college or university and/or employment.
5. Increase affordability for students by reducing unnecessary credits at the time of completion and reducing time to degree.



## STRATEGIC PRIORITY #2

### INSTITUTIONAL EXCELLENCE

#### GOAL STATEMENT:

We will ensure a sustainable organization with a highly skilled and diverse workforce which fosters an employee centric culture of inclusion, continuous improvement and financial stability.

1. Ensure the highest level of excellence of faculty and staff through an emphasis on recruitment, employee retention, diversity and professional development.
2. Align and empower employee strengths that benefit the college in accomplishing strategic goals.
3. Foster a culture of diversity, inclusion and identity safety.
4. Ensure continuous improvement in all institutional operations, guided by rigorous assessment and strengthened by accountability.
5. Actively identify and engage external parties to secure alternate revenue streams that will strengthen the college and provide additional resources to enhance the student learning experience.
6. Align resources to strategic goals and activities.







## STRATEGIC PRIORITY #3

# COMMUNITY ENGAGEMENT

### GOAL STATEMENT:

Arkansas State University-Newport will assume a leading role in creating economic, social and cultural advancement for the communities we serve.

1. Serve as a catalyst for economic development by creating and advancing workforce development partnerships.
2. Support local business and industry workforce needs by graduating students who are highly employable and effective once hired.
3. Ensure engagement and visibility in our communities to influence positive change, cultural advancement and diversity.



# KEY PERFORMANCE INDICATORS

Arkansas State University-Newport will aggressively demonstrate a strong commitment to student success in all areas of the organization providing a premiere holistic student experience.

**STRATEGY 1:** Continue to improve outstanding service initiatives to enhance the student life cycle.

#### KEY PERFORMANCE INDICATORS

- Finalize and implement the Holistic Student Support Model.

**STRATEGY 2:** Expand ASUN's reach by increasing enrollment within the following student populations: adults without a post-secondary credential, underserved race and underserved income demographics.

#### KEY PERFORMANCE INDICATORS

- Increase the number of adults without a post-secondary credential by 1% annually.
- Increase the number of students in an underserved race by 1% annually.
- Increase the number of students who are Pell eligible by 1% annually.

**STRATEGY 3:** Aggressively focus on high-demand and STEM programs to maximize the number of students in the transfer and workforce pipeline.

#### KEY PERFORMANCE INDICATORS

- Increase the number of high-demand program students by 2%
- Increase the number of STEM program students by 2%

**STRATEGY 4:** Develop and implement initiatives designed to eliminate barriers to student success.

#### KEY PERFORMANCE INDICATORS

- Increase the number of credentials awarded by 1% annually.
- Increase retention by 1% annually.
- Increase gateway course success by 1% annually.

**STRATEGY 5:** Strategically support student transitions from ASUN to a university.

#### KEY PERFORMANCE INDICATORS

- Increase the college transfer rate by 1% annually.

**STRATEGY 6:** Increase affordability for students by reducing unnecessary credits at the time of completion and reducing time to degree.

#### KEY PERFORMANCE INDICATORS

- Complete and implement a new advising model.
- Increase progression rates 1% annually.

## STRATEGIC INITIATIVE #1: STUDENT SUCCESS





## STRATEGIC INITIATIVE #2: INSTITUTIONAL EXCELLENCE

Arkansas State University-Newport will ensure a sustainable state-of-the art learning organization while promoting a highly skilled and diverse workforce which fosters an employee centric culture of inclusion, continuous improvement and financial stability.

**STRATEGY 1:** Ensure the highest level of excellence of faculty and staff through an emphasis on recruitment, diversity, employee retention and professional development.

### KEY PERFORMANCE INDICATORS

- Identify high-impact practices to increase exceptionally qualified and diverse applicant pools.
- Increase professional development opportunities and participation.
- Increase wellness opportunities to promote a healthy work environment.
- Empower employees to benefit the college in accomplishing strategic goals by aligning strengths with career development.

**STRATEGY 2:** Foster a culture of diversity, inclusion and safety.

### KEY PERFORMANCE INDICATORS

- Campus survey shows an increase in employee awareness and understanding of ASUN's culture of diversity, inclusion and identity safety.
- Implement best practice initiatives to increase campus safety.

**STRATEGY 3:** Ensure continuous improvement in all institutional operations, guided by rigorous assessment and strengthened by accountability.

### KEY PERFORMANCE INDICATORS

- Add a minimum of one new SOP per division annually.
- Complete co-curricular assessment plan across the college.
- Adhere to the Executive Cabinet review calendar to ensure accountability.
- Distribute an annual assessment and impact report to stakeholders.

**STRATEGY 4:** Deploy and sustain evolving information technology to transform the student experience and organizational efficiency.

### KEY PERFORMANCE INDICATORS

- Transition to the ASU System ERP software.
- Develop and implement procedures to ensure integrity of student identification.

**STRATEGY 5:** Actively identify and engage external parties to secure alternate revenue streams that will strengthen the college and enhance the student learning experience.

### KEY PERFORMANCE INDICATORS

- Increase new grant funding by an average of \$100,000 annually.
- Increase giving/endowments by an average of \$100,000 annually.

**STRATEGY 6:** Align resources to strategic goals and activities.

### KEY PERFORMANCE INDICATORS

- Establish a process for continuous review of alignment of resources.

## STRATEGIC INITIATIVE #3: COMMUNITY ENGAGEMENT

Arkansas State University-Newport will assume a leading role in creating economic, social and cultural advancement for the communities we serve.

**STRATEGY 1:** Serve as a catalyst for economic development by creating and advancing workforce development partnerships.

### KEY PERFORMANCE INDICATORS

- Increase the number of active advisory committee members by 5%.
- Add three significant new industry partners.

**STRATEGY 2:** Support local business and industry workforce needs by graduating students who are highly employable and effective once hired.

### KEY PERFORMANCE INDICATORS

- Increase the number of employer surveys which indicate ASUN graduates are valuable employees.
- Increase the number of third party credentials offered.
- Increase the number of third party credential and licenses earned by students.

**STRATEGY 3:** Ensure engagement and visibility in our communities to influence positive change, cultural advancement and diversity.

### KEY PERFORMANCE INDICATORS

- Increase the number of ASUN participants in community organizations within the three service counties.
- Increase ASUN employee and student volunteerism by 1% annually.







**ASU****N**

**ARKANSAS STATE UNIVERSITY - NEWPORT**  
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